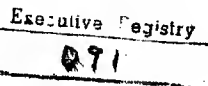


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# Office Memorandum • UNITED STATES GOVERNMENT

TO : Assistant Director, Collection & Dissemination DATE: 28 June 1948  
FROM :   
SUBJECT: Staff Study (Preliminary) - CIA Reading Panel

## I. THE PROBLEM

1. Activation of a CIA Reading Panel embracing representatives of all IAC agencies is to be accomplished to the fullest extent commensurate with the following factors:

- a. The probable contribution of such a panel to the efficient and extensive interchange of intelligence materials among IAC agencies.
- b. The capabilities of CIA to contribute to the organization, operation, and servicing of such a panel.
- c. The support of the IAC agencies which can be gained for such a reading panel.
- d. The concurrence of the IAC agencies in policies that will govern such a reading panel.

## II. DISCUSSION

1. Prior efforts of CIA to establish a CIA reading panel with complete IAC representation have met with almost complete failure. The following factors contributed most strongly to that failure.

- a. The probable contribution of the proposed panel to IAC dissemination was not adequately assessed or presented.
- b. The capabilities of CIA were inadequate to support the organization, operations, and servicing of a panel with the proposed scope, at the time of the proposal.
- c. The IAC agencies could not justify the personnel support requested for the proposed panel in terms of the anticipated gain to accrue to each IAC agency.
- d. It was not possible to secure IAC concurrence in the policies proposed to govern the proposed panel because there appeared to be a too rapid and too sweeping an invasion of individual IAC dissemination prerogatives.

2. Present efforts to activate a CIA reading panel must be predicated upon the following factors:

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- a. Concurrence of each IAC agency in the governing policy and scope of the proposed panel.
  - b. CIA ability to demonstrate a benefit to each IAC agency, at least equal to the costs that each agency will incur.
  - c. CIA capacity to support and service the panel.
3. IAC concurrence in the activation of a CIA reading panel embracing representatives of all IAC agencies can most probably be gained if, in the initial proposal, the scope of the proposed panel operation is limited to the following:
- a. Inter-agency distribution of CIA - produced raw and finished intelligence.
  - b. Inter-agency distribution of material of intelligence value produced by non-IAC Federal Agencies to IAC agencies not presently receiving such material.
  - c. Reproduction and inter-agency distribution of intelligence material presenting "Class A" reproduction problems voluntarily submitted by IAC agencies to CIA for reproduction and distribution in accordance with controls established by the owning agency.
4. CIA has three excellent points of justification for its reading panel in terms of its benefit to IAC agencies.
- a. Each agency will have full access to any desired number of copies of any item of CIA raw or finished intelligence for which the agency has authorized need.
  - b. Each agency will have full access to any desired number of copies of Federal, non-IAC-agency-produced items of intelligence value for which it has authorized need. This provision gives IAC agencies the benefit of CIA exploitation of agencies producing material not now regularly obtained. Among non-IAC agencies currently exploited are the following:
    - (1) Civil Aeronautics Board
    - (2) Air Coordinating Committee
    - (3) Bureau of the Census
    - (4) Bureau of Foreign and Domestic Commerce
    - (5) NACA
    - (6) Treasury
    - (7) Agriculture
    - (8) Bureau of Mines
    - (9) Petroleum Board (Interior Department)
    - (10) Board of Geographic Names
    - (11) Tariff Commission
    - (12) Federal Reserve System
    - (13) Library of Congress

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- c. CIA will provide reproduction and distribution service for items such as report enclosures which present difficult (Class A) reproduction problems and which are submitted voluntarily by IAC agencies with requests for that service.

5. The operation of the CIA reading panel must be so conducted that it will not, initially, require the full-time assignment of representatives from each IAC agency, if the advantages cited in paragraph 4. are to exercise maximum leverage in outweighing disadvantages. This mode of operation is possible.

- a. Material for the panel would be assembled at a convenient point and held for a period not to exceed 8 working hours for perusal by liaison representatives.
- b. Presence of liaison representatives would be initially requested for not more than 4 hours daily.

6. The scale of operations of the proposed CIA Reading Panel will be limited by CIA capabilities for its maintenance and servicing. The following requirements must be met to guarantee the success of a panel operation of the kind and scope described in foregoing paragraphs.

- a. Personnel. One additional professional staff member in approximate Grade P-5 will be required for increased liaison and "trouble shooting" directly connected with the panel operation. Two additional clerks or clerk-typists in approximate grade CAF-4 will be required for clerical services directly connected with the reading panel operation.
- b. Space and equipment. About 500 square feet of space will be required for the reading panel with office furniture for 7 persons.
- c. Reproduction Capacity. This is the most important limitation on the successful operations of the proposed panel. Reproduction needs are more fully discussed in the paragraphs immediately following.

7. Estimates of reproductions requirement for a CIA Reading Panel follows:

- a. CIA produces nearly 4,000 items of intelligence material each month. Of the CIA produced items, about 300 per month will accompany enclosures which will require "Class A" reproduction. It is estimated that CIA report enclosures requiring reproduction will average 10 pages in length. It is assumed that reading panel operation will generate an average need for 10 copies of each enclosure. Thus, there arises a need each month for the reproduction of 300 items comprising 3,000 original pages and requiring the reproduction of a total of 30,000 copy pages.

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b. CIA now receives from the IAC for internal distribution, about 10,500 items monthly. Approximately 1,000 of these items indicate the existence of enclosures not available in sufficient quantity to afford one retention copy for CIA. In the past, CIA has offered limited reproduction assistance to the IAC agencies in an effort to procure more of the enclosures, which would not otherwise be available. Experience with the resulting reproduction requests yields the following data:

(1) All of the IAC agencies together in an average month submitted requests for CIA reproduction of approximately 1,200 original pages. The average requirement was for 6 copies of each document. Thus, the total monthly requirement was about 7,200 copy pages.

(2) A greater number of copies would have been requested, had not all parties concerned cooperated to hold copies to a minimum.

(3) A greater number of requests would have been received had CIA been in a position to encourage IAC reproduction requests and to provide the necessary service.

c. CIA is now receiving approximately 200 items of intelligence value each month from Non-IAC Federal Agencies. Of these documents, it is estimated that over 100 are in forms requiring "Class A" reproduction before distribution can be effected.

(1) Non-IAC documents are estimated to contain an average of 10 pages each.

(2) It is estimated that 10 copies will be the average requirement for each document.

(3) The total estimate resulting from these data for non-IAC items is 10,000 copy pages per month.

(4) Increased exploitation by CIA of Non-IAC, Federal sources has been planned to begin 1 July 1948. This increased activity is expected to double the number of non-IAC items received and the resulting reproductions requirement.

d. From the foregoing, minimum CIA "Class A" reproduction capacity for successful operation of a reading panel is as follows:

(1) CIA report enclosures	300 items	30,000 copy pages
(2) IAC report enclosures, etc.	120 items	7,200 copy pages
(3) Non-IAC documents	100 items	10,000 copy pages
(4) Total per month	520 items	47,200 copy pages

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**III. RECOMMENDATION**

1. Provide space and equipment for proposed Reading Panel.
2. Provide 3 additional CIA personnel for reading panel service.
3. Provide CIA capacity for photographic reproduction of 600 items monthly to produce 50,000 copy pages per month.
4. Prepare proposals to the IAC agencies for the assignment by each agency of one or more liaison representatives for service with the CIA reading panel for 4 hours daily at a designated time and location.
5. Incorporate in proposals to the IAC agencies the policy recommendation that the operation of the CIA reading panel will initially be confined to distribution of the following:
  - a. CIA raw and finished intelligence material.
  - b. Non-IAC material available to CIA for distribution.
  - c. Material voluntarily submitted to CIA by IAC agencies for reproduction and distribution.
6. Accomplish preliminary coordination at working level in the IAC.
7. Accomplish formal IAC coordination.



Intelligence Officer  
Office of Collection and Dissemination

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CENTRAL INTELLIGENCE AGENCY  
OFFICIAL ROUTING SLIP

TO	INITIALS	DATE
1 ICAPS - [redacted]		
2		
3		
4		
5		
FROM	INITIALS	DATE
1 Auth Dir - O.C.D. [redacted]		29/4/48
2		
3		

☐ APPROVAL ☐ INFORMATION ☐ SIGNATURE  
☒ ACTION ☐ DIRECT REPLY ☐ RETURN  
☐ COMMENT ☐ PREPARATION OF REPLY ☐ DISPATCH  
☐ CONCURRENCE ☐ RECOMMENDATION ☐ FILE

REMARKS: Believe this covers the ground very well.

Suggest you talk with A&M, and [redacted] in A&M, re reproduction facilities and space.

We will now rest on our oars till we hear further from you.

JM Andrews

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